

KEEPING THE HELP

CIA Director Proposes Aid for the 'Hard Years'

CPYRGHT By DAVID KOONCE

One of the most irksome problems faced by many Government agency heads is how to get and keep first-rate employees—men of maturity, judgement and talent who, because of these qualities, are sought for jobs in business at much larger salaries than they are paid by Uncle Sam.

Allen W. Dulles, director of the Central Intelligence Agency, has come up with a new idea which might provide a solution: Income supplements in the form of college scholarships for the children of valuable Federal employees.

Mr. Dulles' proposal is the result of an especially critical situation at CIA, where some of the agency's most valuable men are being enticed into out-of-Government jobs. He has found, he says, that a major factor in the departure of these employees, most of them in their late thirties and early forties, is that they have found they cannot educate their children as they want to on Government salaries.

The CIA director cites this case in point: A career man, talented and highly-trained for his extremely technical post, regrettably submitted his resignation recently. He has three children, the eldest of whom will leave for college shortly. The other two will enter college before the eldest finishes. The education of all three will cost a minimum of \$18,000 over seven years. The father could not swing this expense on his Government pay and therefore was leaving for a job in business at a much higher salary. He assured Mr. Dulles he would be back as soon as his children are educated, but in the meantime his talents and training are lost to CIA. That is just one of many similar cases, according to Mr. Dulles.

Follow Regular Grades

CIA employees like most Government workers are paid according to standard Civil Service grades. A CIA employee rated as a GS-18 (there are only a few of these in CIA) will earn the same \$14,800 paid to any other Federal employee with the same grade. This is true, although CIA jobs frequently call for special talents and are more exacting and sometimes more dangerous than those of other Government agencies. Thus a CIA economist who speaks of nine languages will make only \$10,000 a year. In the "hard years" perhaps \$25,000 to \$30,000 a year

Since the pay problem seems to be most oppressive for men in early middle age with college-age children, Mr. Dulles feels that if some provision can be made for scholarships or other supplements to the salaries of these men for as long as their children are in college, the problem would be licked.

He has several plans of attack. He thinks that the wealthy foundations may help by providing scholarships. The eligibility of those for such aid, he says, would have to be determined by the value of the individual employee and the usefulness of his work.

There is the possibility that Congress might vote some kind of income supplement. He says that he has talked to several Congressmen about his problem and that all listened sympathetically.

Of course, whether such aid would come from the foundations or the Government, there is the question of whether or not confining it to CIA would constitute unfair discrimination. Undoubtedly the question would be asked: If this is done for the employees of one agency, shouldn't all Government employees in like situations also benefit?

Mr. Dulles already has anticipated the question, and he does not quarrel with it. His answer is this: "If we're really going to compete in the world this agency must have first-rate people. And we can't get these people and we can't keep them when we get them unless some answer is found to this problem."

Some Stop-Gap Help

While waiting for some large-scale help CIA has gone ahead with a few ideas of its own in providing cash incentives. For instance, it now pays bonuses to employees who learn new languages or maintain proficiency in tongues already mastered. For learning to speak fluently and write an easily learned romance language the agency pays \$200. For a more difficult language, such as Russian, \$400 is paid, and for learning the extremely difficult tongues, such as Chinese dialects, Urdu, Tagalog or Swahili the bonus is \$800. An additional annual bonus of from \$90 to \$350 is paid for maintaining proficiency, which is determined by tests.

CIA officials feel that while such incentives are some help, they will not solve the problem, that outside aid is needed.

"Despite overseas hardships, the anonymity of the job and the fact that our people must be available for almost any assignment, we do have good people," says Mr. Dulles. "We need to keep our dedicated people, and this is one of our toughest problems."

CPYRGHT